MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2019/2020

BHR3614 – HUMAN RESOURCE MANAGEMENT

(All sections/groups)

7th March 2020
2.30 p.m. – 5.30 p.m.
(3 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **TWO (2)** pages excluding the cover page.
2. SECTION A: Case Analysis (40 marks)
3. SECTION B: Short Essay (60 marks)
4. The total marks for this exam is 100.
5. Please write your answers in the answer booklet provided.

SECTION A:

QUESTION NO. 1

Read the Case Study below and answer the following questions. (40 marks)

Application case: Jack Nelson's problem.

As a new member of the board of directors for a local bank, Jack Nelson was being introduced to all the employees in the home office. When he was introduced to Ruth Johnson, he was curious about the work, and asked her what the machine she was using did. Johnson replied that she really did not know what the machine was called or what it did. She explained that she had only been working there for 2 months. However, she did know precisely how to operate the machine. According to her supervisor, she was an excellent employee.

At one of the branch offices, the supervisor in charge spoke to Nelson confidentially, telling him that "something was wrong", but she didn't know what. For one thing, she explained, employee turnover was too high, and no sooner had one employee been put on the job then another one resigned. With customers to see and loans to be made, she continued, she had little time to work with the new employees as they came and went.

All branch supervisors hired their own employees without communication with the home office or other branches. When an opening developed, the supervisor tried to find a suitable employee to replace the worker who had quit.

After touring the 22 branches and finding similar problems in many of them, Nelson wondered what the home office should do or what action he should take. The banking firm generally was regarded as being a well-run institution that had grown from 27 to 191 employees during the past 8 years. The more he thought about the matter, the more puzzled Nelson became. He couldn't quite put his finger on the problem, and he didn't know whether to report his findings to the president.

Source: From Supervision in Action: The Art of Managing Others, 4th Edition, Pearson Education Inc., Upper Saddle River, New Jersey

a. In your opinion is setting up a Human Resource unit in the main office is essential? (10 marks)

b. What specific functions should a Human Resource unit carry out? Discuss the functions. (15 marks)

c. What do you think was causing some of the problems in the bank home office and branches? (10 marks)

Continue...

d. If you are the Human Resource Manager in the above organisation, what will you do to improve the situation? Suggest and discuss. (5 marks)

(TOTAL 40 MARKS)

SECTION B

QUESTION 2

a. Explain **(FOUR) 4** important reasons for a manager to appraise a subordinate's performance. (10 marks)

b. Define employee orientation and identify **(THREE) (3)** things that you need to accomplish to orient these new employees. (10 marks)

(TOTAL 20 MARKS)

QUESTION 3

a. Identify and explain **FOUR (4)** uses of Job Analysis Information. (10 marks)

b. Explain what is negligent hiring and discuss how can employers protect themselves against negligent hiring in organisations. (10 marks)

(TOTAL 20 MARKS)

QUESTION 4

a. Define social recognition and discuss **THREE (3)** related positive reinforcement managers can use. (10 marks)

b. There are issues where organizations shorten the length of international assingments of explatriates and send them back to the home country or headquarters. Suggest how firms could ease the transition during the repatriation. (10 marks)

(TOTAL 20 MARKS)

End of Paper